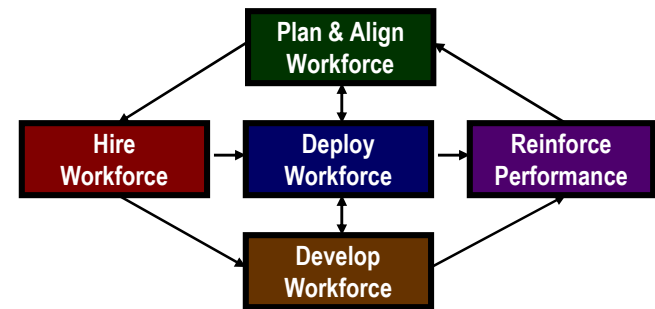


State of Washington

Washington State Center for Childhood Deafness and Hearing Loss

Washington School for the Deaf

Human Resource Management Report



October 2009

Managers' Logic Model for Workforce Management



Executive Summary

CDHL/WSD

Performance Measure	Status	Action Priority ^e	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	[10%] = “Managers”; [<1%] = WMS only	Low	
% employees with current position/competency descriptions ^b	[98%]	High	
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	[45] avg days to hire (of [6] vacancies filled)	Medium	
Candidate quality ratings ^c	[93%] cand. interviewed had competencies needed [100%] mgrs said they were able to hire best candidate	High	
Hiring balance (% types of appointments) ^c	[38%] promo; [37%] new hires; [0%] transfers; [0%]	Medium	
Number of separations during post-hire review period ^c	[1]	Medium	
DEPLOY WORKFORCE			
Percent employees with current performance expectations ^b	[86%]	High	
Overtime usage: (monthly average) ^c	[1.09] hours (per capita); [19%] of EEs receiving OT	Low	
Sick leave usage: (monthly average) ^c	[4.35] hours (per capita)	High	
# of non-disciplinary grievances ^c	[1] grievances	Low	
# of non-disciplinary appeals & Dir’s Reviews filed ^c	[0] appeals, [0] Director’s Reviews	Low	
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	[86%]	High	
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations ^b	[88%]	High	
Number of formal disciplinary actions taken ^c	[3]	Medium	
Number of disciplinary grievances and appeals filed ^c	[0] grievances; [0] appeals	Low	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) ^c	[13%]	High	
Diversity Profile ^a	[61%] female; [8%] people of color; [78%] 40+; [48%] with disabilities	Low	
Employee survey overall average rating ^d	[41], [62] survey responses	High	

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the “Comments” section)

c) Data from 7/1/08 through 6/30/09 OR as noted on individual slide

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: Low

Management Profile

WMS Employees Headcount = 1

Percent of agency workforce that is WMS = Less than 1%

All Managers* Headcount = 14

Percent of agency workforce that is Managers* = 10%

In positions coded as "Manager" (includes EMS, WMS, and GS)

Based on 14 out of 140 staff members

WMS Management Type

Management	0
Consultant	1
Policy	0
Not Assigned	0

Analysis:

▪ The agency has 14 managers:

Director
 Superintendent (EMS)
 Executive Assistant to the Director's Office
 School Principal (EMS)
 Director of Business Operations (EMS)
 Human Resources Manager (EMS)
 Outreach Director (EMS)
 SRVOP Program Manager (EMS)
 Director of Residential Services (EMS)
 Educational Interpreter Consultant (WMS)
 Facilities Manager (Classified non-represented)
 Nutrition Services Manager (Classified non-represented)
 Nursing Supervisor (Certificated non-represented)
 IT Manager (Classified WFSE-represented)

▪ The agency has 5 supervisors/lead workers:

Speech-Language Pathologist (represented)
 Custodian Lead (represented)
 Food Service Lead (represented)
 Swing-shift Student Life Dean (represented)
 Graveyard Student Life Dean (represented)

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: High

Percent employees with current position/competency descriptions = 98%*

*Based on 107 of 109 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The agency has 109 regular employees and 31 on-call employees. On-call employees receive general job descriptions upon hire but are not asked to sign detailed individual position description forms.
- At the time of this report, the HR manager was aware of recently updated position descriptions that had not yet been returned so they were not counted as complete.
- All managers and supervisors are required to review the employee's job description with employee when establishing new expectations for the new performance period. They also review the job description together when completing the evaluation at the end of the performance period.

Action Steps: (What, by whom, by when)

- The HR manager sent a reminder to managers to send signed completed position description forms to the HR office to be placed in employees' personnel files. Due date: 10/31/09.
- The HR manager recently created a "Supervisor Checklist" form for supervisors. This form details the action items managers need to complete when they hire a new employee. Examples of checklist items:
 - Performance Planning: *I gave my employee a detailed written job description. Note: Send signed copy to the HR office.*
 - Access and Communication: *I submitted an "IT Help Desk Request" to establish a new email account for my employee.*
- Agency goal for this measure: 100% employees with current detailed position descriptions.

Data as of 10/16/2009
Source: Agency Tracking

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: Medium

Time-to-Hire Funded Vacancies

Average number of days to hire*: 45

Number of vacancies filled: 6

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: High

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 30 Percentage = 93%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 6 Percentage = 100%

Hiring managers indicating "no":

Number = 0 Percentage = 0%

Analysis:

- The length of time it takes to fill a vacancy depends on the time of year. For example, we may hold a recruitment until the completion of the school year or we may hire someone in early summer, but they don't start until school starts. These actions impact the average number of days to fill a vacancy.
- The agency has been fortunate to attract highly qualified candidates who are proficient in American Sign Language (ASL). This is critical for the hard-to-recruit-for positions such as School Counselor and Speech Language Pathologist.
- Hiring managers, along with interview team members, are able to recommend the top candidate to the Director or Superintendent for a final interview.
- All new hires, except for on-call employees, are interviewed twice – once by the hiring manager and interview team and again by the Director or Superintendent to ensure candidate quality and best match for position.
- The HR manager conducts thorough background checks on all top candidates prior to making a job offer.

Action Steps: (What, by whom, by when)

- No particular action steps identified at this time.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

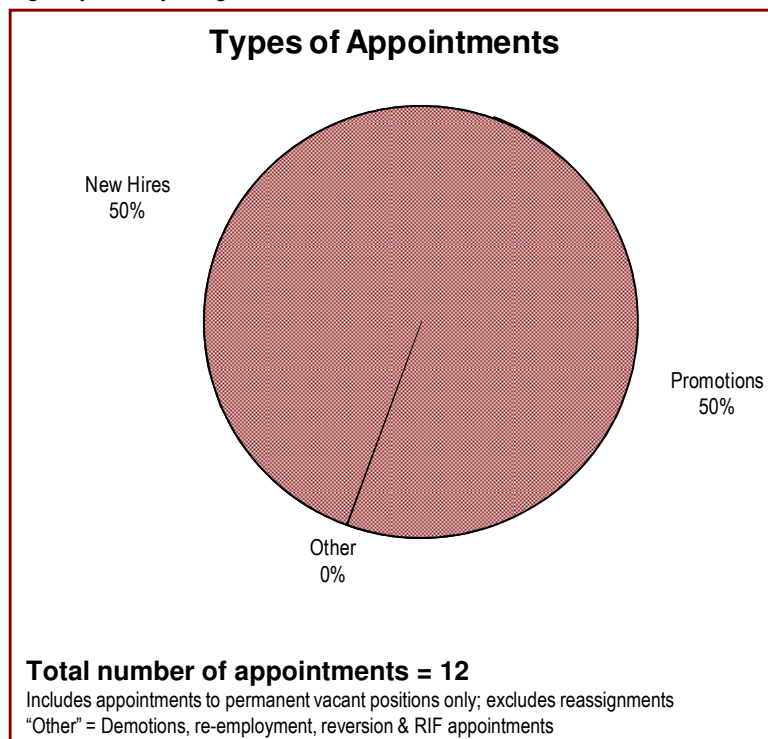
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: High



Agency Priority: High

Separation During Review Period	
Probationary separations - Voluntary	0
Probationary separations - Involuntary	1
<i>Total Probationary Separations</i>	<i>1</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
Total Separations During Review Period	1

Data Time Period: 09/31/08 through 10/16/09
Source: Agency Tracking

Analysis:

- The agency hired new employees for the following positions:
 - Elementary Teacher
 - Speech Language Pathologist
 - School Counselor
 - High School Math Teacher
 - American Sign Language (ASL) Interpreter
 - Shared Reading Video Outreach Project Specialist
- The agency promoted internal candidates for the following positions (on-call to full-time appointment status considered a promotion for this measure):
 - PE/Health Teacher
 - Custodian Lead
 - Student Life Dean
 - Full-time Cook 1
 - 2 full-time Student Life Counselors
- The agency hired 4 on-call positions during this time period. On-call appointments are necessary to back-fill positions that require direct services to students.
- The agency firmly believes in promoting internal candidates whenever possible as it is rare to have internal promotional opportunities because of the small size and relatively flat organizational structure of the agency.
- One newly hired Teacher did not successfully complete the probationary period. The Principal did an excellent job communicating performance expectations and performance deficiencies before making final decision to separate employee.
- Agency managers work hard to ensure new employees are given the information, tools, and equipment to be successful.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: High

Percent employees with current performance expectations = 86%*

*Based on 94 of 109 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Managers and supervisors are still in the process of meeting with employees to discuss the expectations for the 2009-2010 school year which began last month.
- Managers and supervisors are required to complete written expectations and meet with employees for performance planning on a yearly basis.
- With the many activities at the beginning of each school year, it can be difficult to meet with each employee individually for meaningful performance planning. Managers and supervisors are generally successful at reaching the 100% target goal each year, just not always as quickly as planned.
- Some supervisors have many employees who report directly to them. For example, 30-35 teachers, teacher aides, support staff, and school secretary report directly to the Principal. He is responsible for establishing written expectations and completing evaluations each school year which can be time-consuming, especially with the performance criteria used for certificated staff. The swing-shift Student Life Dean also directly supervises many employees.

Action Steps: (What, by whom, by when)

- Agency goal for this measure: 100% employees receive written expectations for the current 2009-2010 performance period.
- Managers will complete any remaining written expectations and meet with employees individually to discuss this year's performance expectations. Due date: 10/31/09.

Data as of 10/16/09
Source: Agency Tracking

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

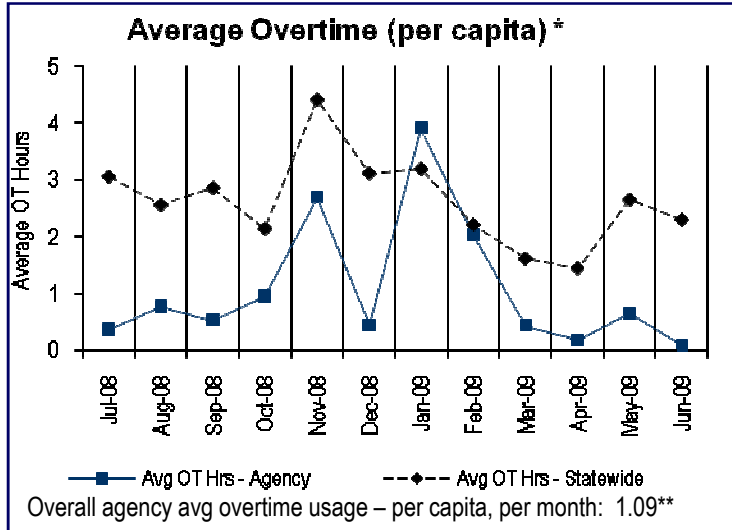
Overtime usage

Sick leave usage

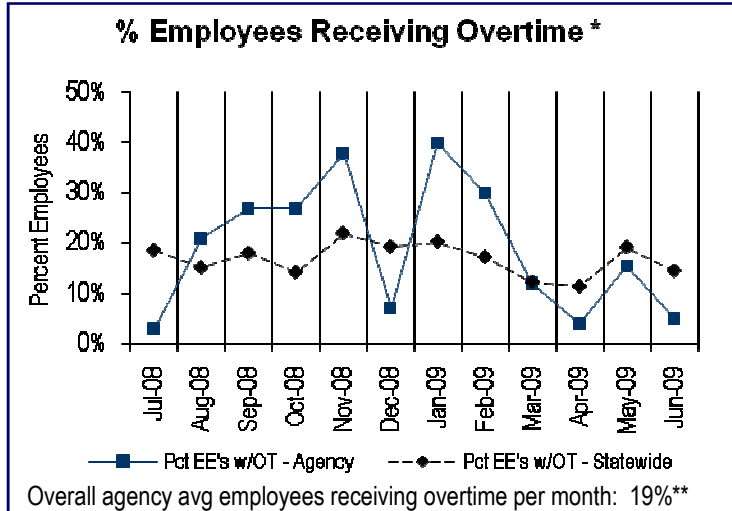
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Overtime Usage

Agency Priority: High



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



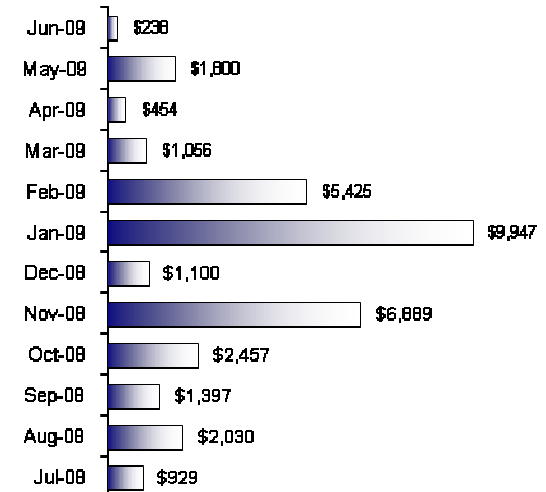
**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 07/01/08 through 06/30/09

Source: Agency Tracking/Business Data Warehouse

Overtime Cost - Agency



Analysis:

- Employees are occasionally asked to work overtime for residential meetings, emergencies, student-supervision requirements, and for special projects (i.e. moving into new building).
- Agency used calculation of total monthly hours of overtime / # of overtime-eligible staff members.
- The agency employs an average of 90 overtime-eligible staff members. Exempt managers and certificated staff (i.e. teachers, school counselors) are overtime-exempt.
- In January, many residential students had to stay on campus over the weekend due to the flooding that occurred on the I-5 freeway. We could not transport students which meant some staff had to work overtime because of student supervision requirements.

Action Steps: (What, by whom, by when)

- Continue to require all employees to receive pre-approval for overtime from the Superintendent, unless an emergency or student supervision requirement is the reason for the overtime request.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

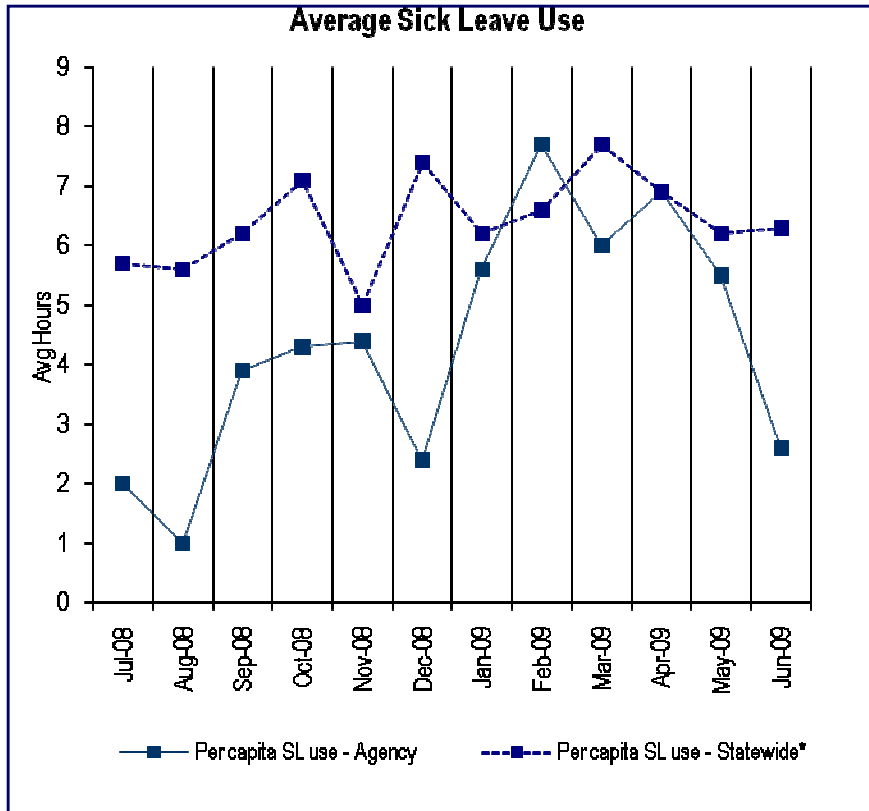
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Medium

Sick Leave Usage



Analysis:

- The agency has 109 regular employees and 31 on-call staff. For this calculation, the agency used 109 employees to determine average sick leave use for the entire agency.
- Many employees are school-year staff members who do not work during the summer months. The average sick leave use during the summer months is much lower.
- The increase of staff illness during the months of January through April is similar to pattern of increased student illness during that same time period.
- The HR manager works with department managers to track sick leave usage on a monthly basis. Managers meet with individual employees if sick leave abuse is suspected.
- Sick leave use for this agency can be expensive because many positions such as teachers, residential staff, and food service staff require a back-fill when a staff member is absent because of student supervision requirements and/or direct services to students.

Action Steps: (What, by whom, by when)

- The HR manager will continue providing managers with monthly sick leave use reports.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
4.35 Hrs	280 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/01/08 through 06/30/09
Source: Agency Tracking through Business Data Warehouse

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

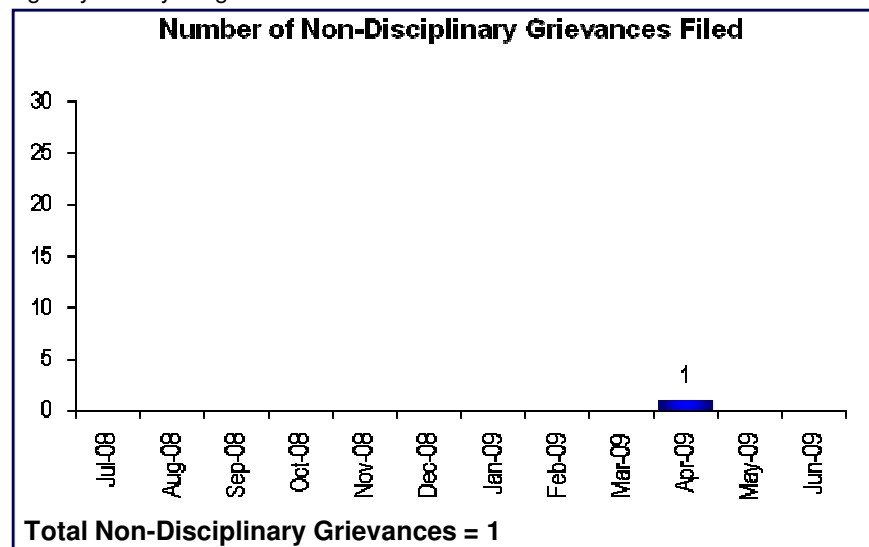
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Grievances (represented employees)

Agency Priority: High



Top 5 Non-Disciplinary Grievance Types

(i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Contract Violation, Article 27	1

Analysis:

- The Washington Federation of State Employees (WFSE) filed a grievance on April 16, 2009 due to a violation of the contract.
- A supervisor conducted an investigatory meeting without the employee's union representative present. Union representation had been requested and the request was previously acknowledged by the supervisor.
- The supervisor acknowledged the mistake and received appropriate disciplinary action.

Action Steps: (What, by whom, by when)

- All managers and supervisors received 2009-2011 contract training on 8/5/09 and article 27 was covered in depth.
- The HR manager reminds managers and supervisors to inform an employee under investigation of his/her right for union representation.
- Continue to foster effective communications with employees and the two unions (WFSE and the Washington Public Employees Association, WPEA) that represent WSD staff members.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- The union requested that any discipline related to the investigation be dismissed immediately and the grievant be made whole.
- The union's request was granted and the matter was resolved.
- The supervisor received appropriate disciplinary action for violating the Collective Bargaining between Washington State and the Washington Federation of State Employees (WFSE).

Data Time Period: 07/01/08 through 06/30/09
Source: Agency Tracking

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action

0 Total filings

Filings with Personnel Resources Board

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

Data Time Period: 07/01/08 through 06/30/09
Source: Department of Personnel

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: High

Percent employees with current individual development plans = 86%*

*Based on 84 of 109 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The agency considers providing written expectations the same thing as creating individual development plans for each employee.
- See slide #8 titled "**Current Performance Expectations**" for this data.

Data as of 10/16/09
Source: Agency Tracking

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: High

Percent employees with current performance evaluations = 88%*

*Based on 96 of 109 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Almost all school-year based employees received their written evaluations at the end of the 2008-2009 school year.
- Some managers are in the process of completing written evaluations for year-round staff.
- The performance period for year-round staff is September 1st – August 31st.
- This percentage is lower compared to the percentage of completed annual evaluations in previous HR reports.

Action Steps: (What, by whom, by when)

- Agency goal for this measure: 100% employees receive written evaluations for the 2008-2009 performance period which ended in August.
- Managers will complete any remaining written evaluations and meet with employees individually to discuss the past year's performance successes and challenges.
Due date: 10/31/09.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Medium

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	2
Suspensions	1
Reduction in Pay*	0
Letters of Reprimand	3
Total Disciplinary Actions*	3

* Letters of reprimand not considered disciplinary action for this report.

Issues Leading to Disciplinary Action

- A supervisor violated the collective bargaining agreement.
- An employee left confidential student information on the internal shared drive.
- An employee exposed another employee to blood when demonstrating how to check a student's glucose level. The agency followed its blood borne pathogens exposure plan and reported the incident to the Department of Health. Note: That individual is no longer employed with the agency.
- An employee was found sleeping on the job.
- An employee violated her workplace expectations plan.

Analysis:

- The agency took more disciplinary actions during this time period than in previous years.
- The agency is focusing on eliminating poor performance through the use of corrective and/or disciplinary action when necessary.
- The current administration is dedicated to rewarding strong performance and holding employees accountable for their behaviors and actions.
- Employees understand the link between performance and accountability through performance planning and the corrective/disciplinary processes.
- Agency management enjoys effective working relationships with the unions (WFSE and WPEA) that represent staff members.

Action Steps: (What, by whom, by when)

- Managers and supervisors are committed to rewarding positive performance and holding employees accountable. The leadership team meets once a week to discuss "successes and gaps" in which performance issues are discussed in a confidential manner.
- The leadership team created a "sunshine fund" to recognize special events.
- The agency has a "PAWS for appreciation" program so employees can recognize each other for going above and beyond (PAWS since the school mascot is the terrier).

Data Time Period: 07/01/08 through 06/30/09
Source: Agency Tracking

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

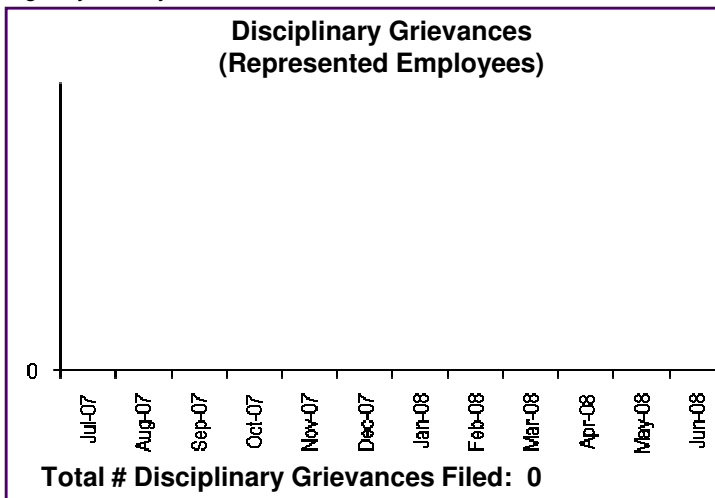
Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Agency Priority: Low



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 0 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

Data Time Period: 07/01/08 through 06/30/09
Source: Agency Tracking

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

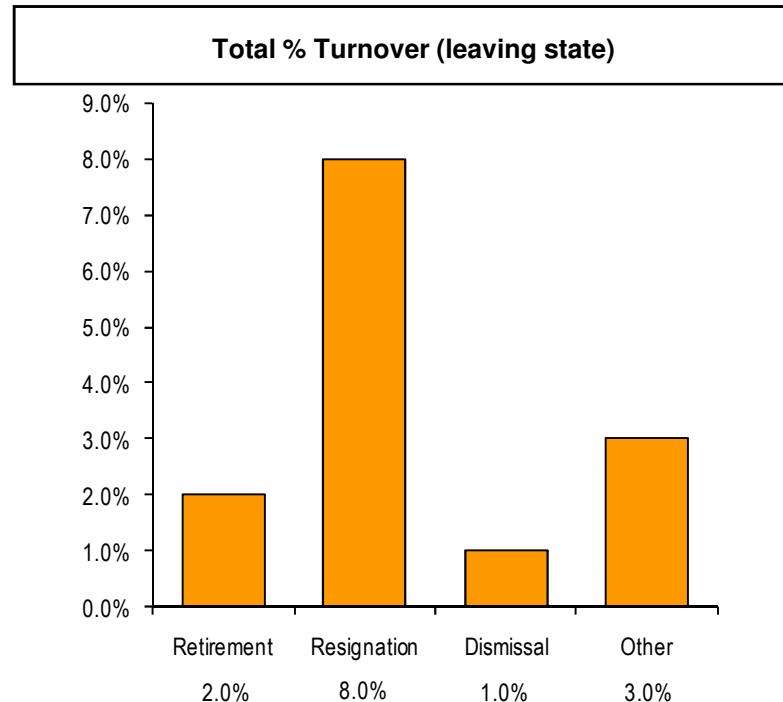
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: High



Total Turnover Actions: 14

Total % Turnover: 13%

Note: Movement to another agency is currently not available in HRMS/BI

Analysis:

- The agency had a turnover rate of 13% which is considered very high for a small agency.
- Unfortunately, the agency had to lay off two employees due to lack of funds and an agency reorganization.
- Two employees retired.
- Eight employees resigned. All employees who resigned moved to other states. Exit interviews were conducted and it was clear these employees were leaving for relocation reasons.
- One Teacher did not successfully complete her probationary period and was released at the end of the school year. Note: See slide # 7.
- One Teacher was involuntarily separated due to a disability. The agency allowed the Teacher an extended medical leave (almost an entire school year) before pursuing a disability separation. Teachers are considered key employees at the agency.

Action Steps: (What, by whom, by when)

- The HR manager will continue conducting in-depth exit interviews of all exiting employees as the information provided by employees is very useful.
- Agency goal for this measure: less than 8% turnover rate.
- The leadership team will continue to discuss recruitment and retention processes and best practices.

Data Time Period: 09/01/09 through 08/31/09
Source: Agency Tracking

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

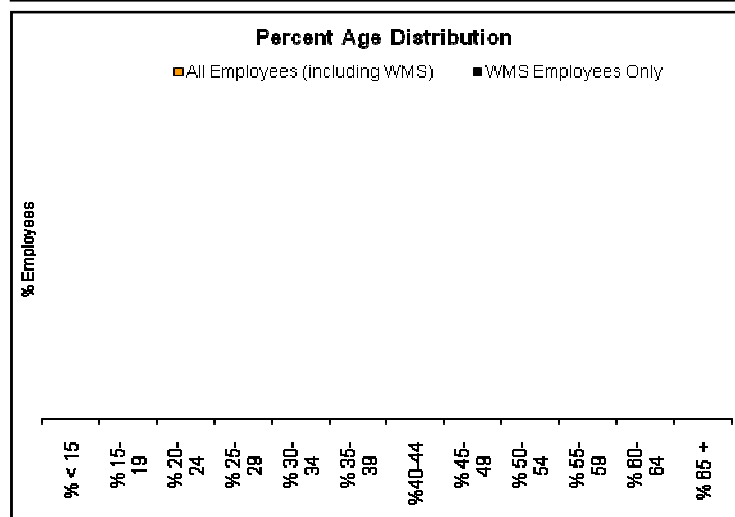
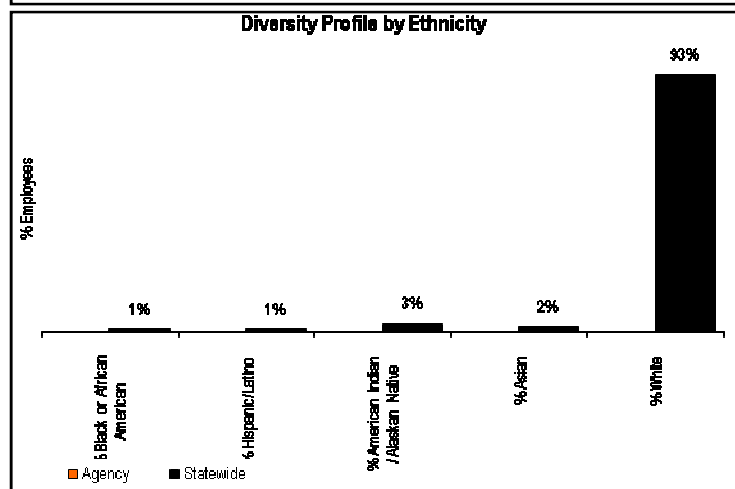
Employee Survey Information

Retention measure (TBD)

Workforce Diversity Profile

Agency Priority: Low

	Agency	State
Female	61%	53%
Persons w/Disabilities	48%	4%
Vietnam Era Veterans	3%	6%
Veterans w/Disabilities	1%	2%
People of color	8%	18%
Persons over 40	78%	74%



Analysis:

- The agency employs many Deaf individuals. Deafness can be hereditary and the school sometimes employs people who are related to each other, probably more so than other agencies due to the requirement of proficiency in American Sign Language for many of the positions. This may limit the opportunity for diversity.
- The agency was unable to retrieve the "Percent Age Distribution" report from HRMS.

Action Steps: (What, by whom, by when)

- The HR manager needs to update the agency's affirmative action plan during the 2009-2010 school year.
- The HR manager will implement GAAP Com suggestions.
- The agency understands the positive impacts of diversity, especially because of the increasing diversity of the student population.
- The agency provides diversity training each school year and will continue to do so.

Data as of 06/30/09
Source: Agency Tracking

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Employee Survey Ratings

Agency Priority: High

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.59	3.68
2) I receive the information I need to do my job effectively.	3.98	3.65
3) I know how my work contributes to the goals of my agency.	4.29	4.32
4) I know what is expected of me at work.	4.49	4.40
5) I have opportunities at work to learn and grow.	3.78	3.89
6) I have the tools and resources I need to do my job effectively.	3.93	3.80
7) My supervisor treats me with dignity and respect.	4.24	4.18
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.63	3.65
9) I receive recognition for a job well done.	3.30	3.50
10) My performance evaluation provides me with meaningful information about my performance.	3.31	3.57
11) My supervisor holds me and my co-workers accountable for performance.	4.08	4.08
12) I know how my agency measures its success.	3.59	3.87
13) My agency consistently demonstrates support for a diverse workforce.	N/A	4.03

Overall average: 3.85 3.89

Number of survey responses: 41 62

Data as of November 2007

Source: Statewide Employee Survey

Analysis:

- The average scores were similar for both surveys.
- Employees report that they understand how their work contributes to the goals and success of the agency. Employees are committed to seeing the students succeed.
- Employees know that managers and supervisors hold employees accountable for their performance.
- An area identified for improvement is rewarding strong performance and providing recognition for a job well done.
- The leadership team hosted an ice cream social for staff, students, and parents the last two school years. The event seemed to be well-received by all.
- The leadership team paid for and hosted a Thanksgiving dessert celebration for staff to reward staff for their ongoing efforts and hard work.
- The leadership team looks forward to reviewing the October 2009 survey results.

Action Steps: (What, by whom, by when)

- The leadership team plans on hosting another Thanksgiving dessert event to thank employees for their hard work.
- The leadership team is now posting the leadership meeting minutes on the internal shared drive so all staff have access to information discussed in those meetings.
- The agency is continuing the "Team WSD" committee which has representatives from all departments. The goal of the committee to work together improve communication, culture, and the climate of the agency.
- A new action plan will be created upon receipt of the October 2009 survey results.